**EXHIBIT 18**

Google

Sourcing Diagnostic

July 2006

DRAFT

Objectives of Today

- Share findings from sourcing diagnostic

- Discuss proposed recommendations to address current challenges

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Executive Summary (I)

- The recruiting environment for top talent has become more challenging
    - Increased competition from competitors
    - Greater number of start-up opportunities
    - Talent pools are getting smaller and increasingly harder to find, particularly for women and under-represented minorities

- Passive sourcing will play an increasingly larger role in recruiting as we move forward as a company
    - Efficient and effective sourcing organization critical to acquire top talent in current market landscape

- Sourcing comprised of three primary activities
    - Identifying talent pools and what sourcing tools to use ("Where to look ")
    - Searching and identifying potential leads ("Look and Find")
    - Qualifying leads and converting them into active applicants ("Contact and Cultivate")

- Current sourcing model organized around verticals
    - Central sourcing support provided for diversity talent

- There are five common drivers of sourcing problems …
    - Organization around vertical and geographic silos
    - High share of contract labor in workforce mix
    - Misaligned incentives
    - Deep understanding of unique business dynamics and requirement not widely shared among Staffing team
    - Weak connectivity between Sourcers and Recruiters and Hiring Managers
   - System capability gaps

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Executive Summary (II)

- … which create organizational and process inefficiencies in current sourcing practices
    - Duplication of effort on searches for positions with similar candidate profile
    - Limited business knowledge transferred to recruiting staff
    - Poor connectivity between key roles within Staffing
    - Limited sharing of qualified candidates across the organization

- Key drivers of sourcing problems fall into common themes
    - Organizational structure
    - Training
    - Process improvement
    - Metrics and measurement
    - Technology

- Proposed solutions attempt to close gaps existing in current organization and align with the common themes
    -
    -
    -
    -
    -

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It Will Be Challenging to Achieve Hiring Targets With Existing Recruiting Channels

Will Need to be Supplemented by Alternative Sources

Projected number of hires by source

Illustrative

Chart values (y-axis: 0 to 1,600):

Category	Value range
EE Referrals	0 – 500
Campus Recruiting	500 – 800
Google.com	800 – 1,000
Job Boards	1,000 – 1,090
Events/Conf	1,090 – 1,140
Ads	1,150 – 1,160
Passively-sourced	1,180 – 1,260
Hiring Gap	1,280 – 1,370
2007 Target	0 – 1,400
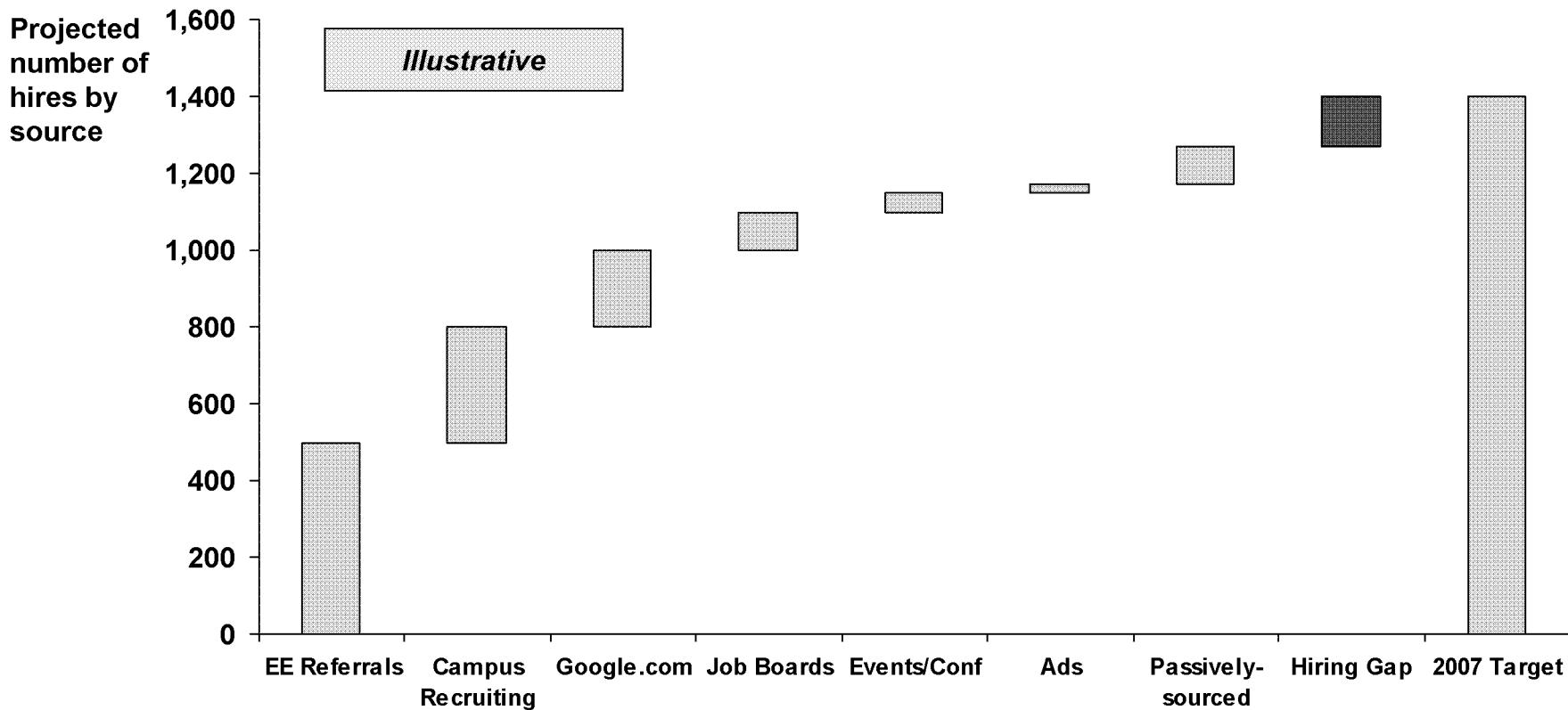
Hiring gap can be closed in three ways
- Supplement with increased passive sourcing
- Cast wider recruiting net (e.g., expand beyond target schools for campus recruiting)
- Improve pass-through rates

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The Recruiting Environment for Top Talent Has Become More Challenging…
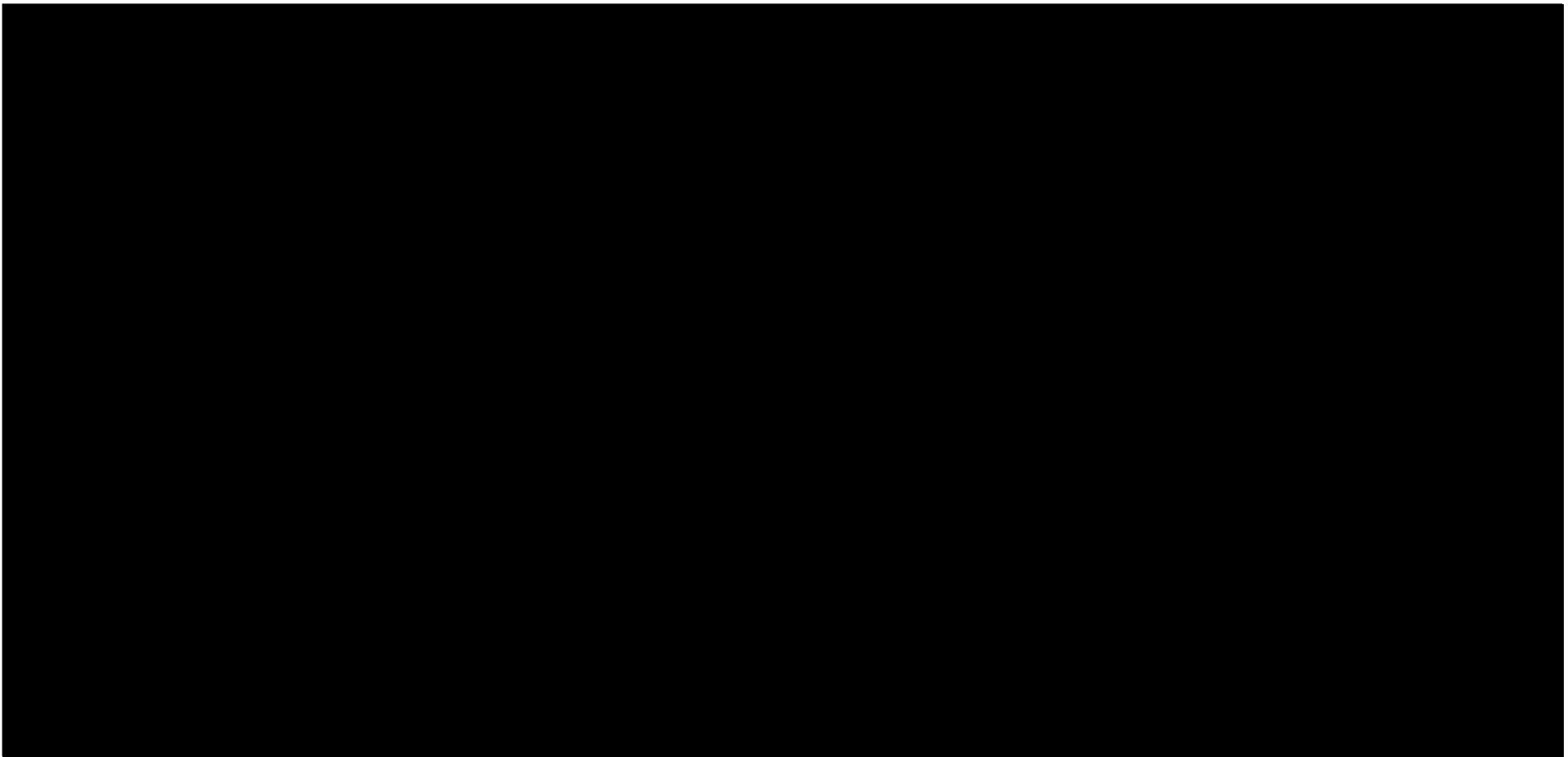
Source: ATS

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…While Inbound Flow from Job Boards Appears to Be Slowing

Possible drivers of reduced on-line application flow

- Increased number of job opportunities in Bay area competing for similar skill sets
    - More start-up opportunities

- More aggressive recruiting by traditional competitors
    - Microsoft
    - EBay
    - Yahoo

- Candidates self-selecting out of process
   - Hesitant to enter process widely known for being extremely selective

Efficient and effective sourcing organization critical to acquire top talent in current market landscape

(1) PSGA and Ops data is illustrative; currently awaiting data   *-Privileged and Confidential-*
Source: ATS

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As Hiring Bar Raises, Certain Sources of Talent Will Become Less Important

Quality of Candidates Differ Significantly by Source

Few candidates likely to come from job boards, events and advertising

Illustrative – Data expected 7/31

% of total

Categories: Acquisition, Agency, Campus Rctng, EE Referral, Events/Conf., Ext. Sourcer, Faculty Referral, Google-sourced, Job Board, Newpapers/Mags, Google.com, Other

Legend:
- ☐ "C" Candidates
- ▨ "B" Candidates
- ■ "A" Candidates

Critical to find alternative candidate sources
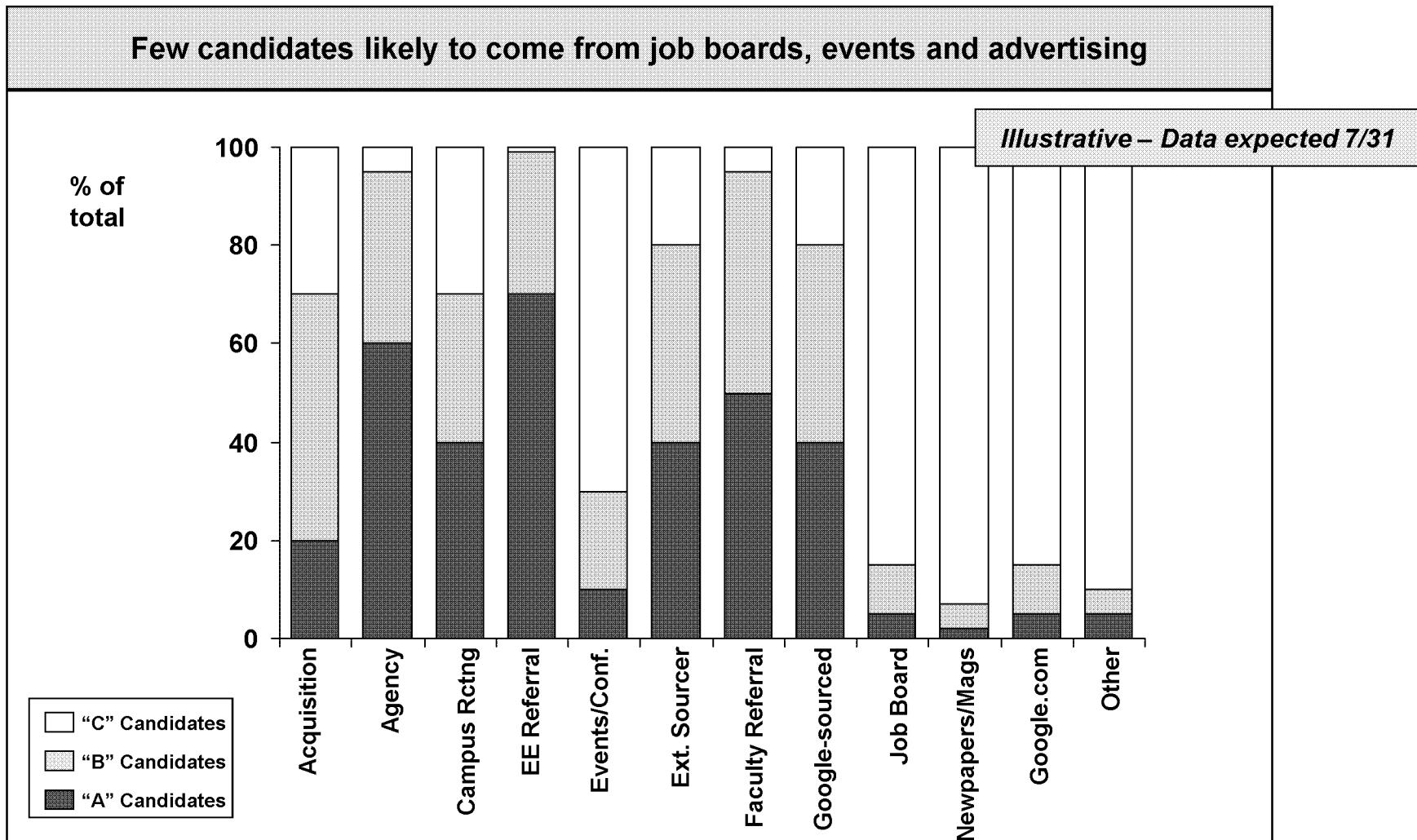
(1) Reflects Q1 2006 data
Source: Compensation team

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Target Hirable Pools for Diverse Talent Available Extremely Small
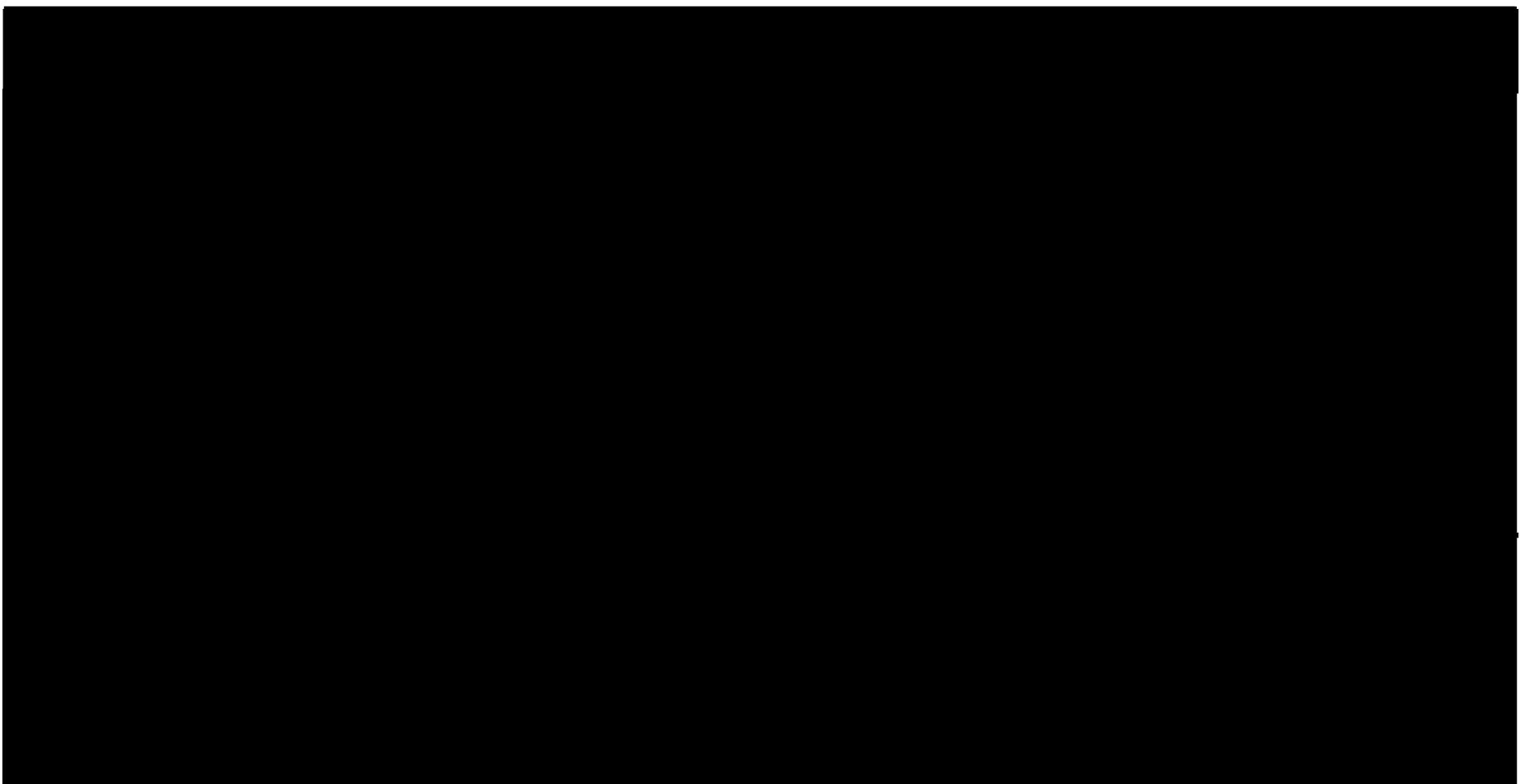
> **Will need to expand proactive outreach and sourcing to tap into available talent supply**

(1) Reflects Q1 2006 data
Source: NSF.gov Land of Plenty U.S SET Workforce by sector of employment 2004 Inside Engineer CS degrees awarded
ASEE.org & 2006 University Relations Survey Data

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Source: ATS analysis

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(1)
Sou

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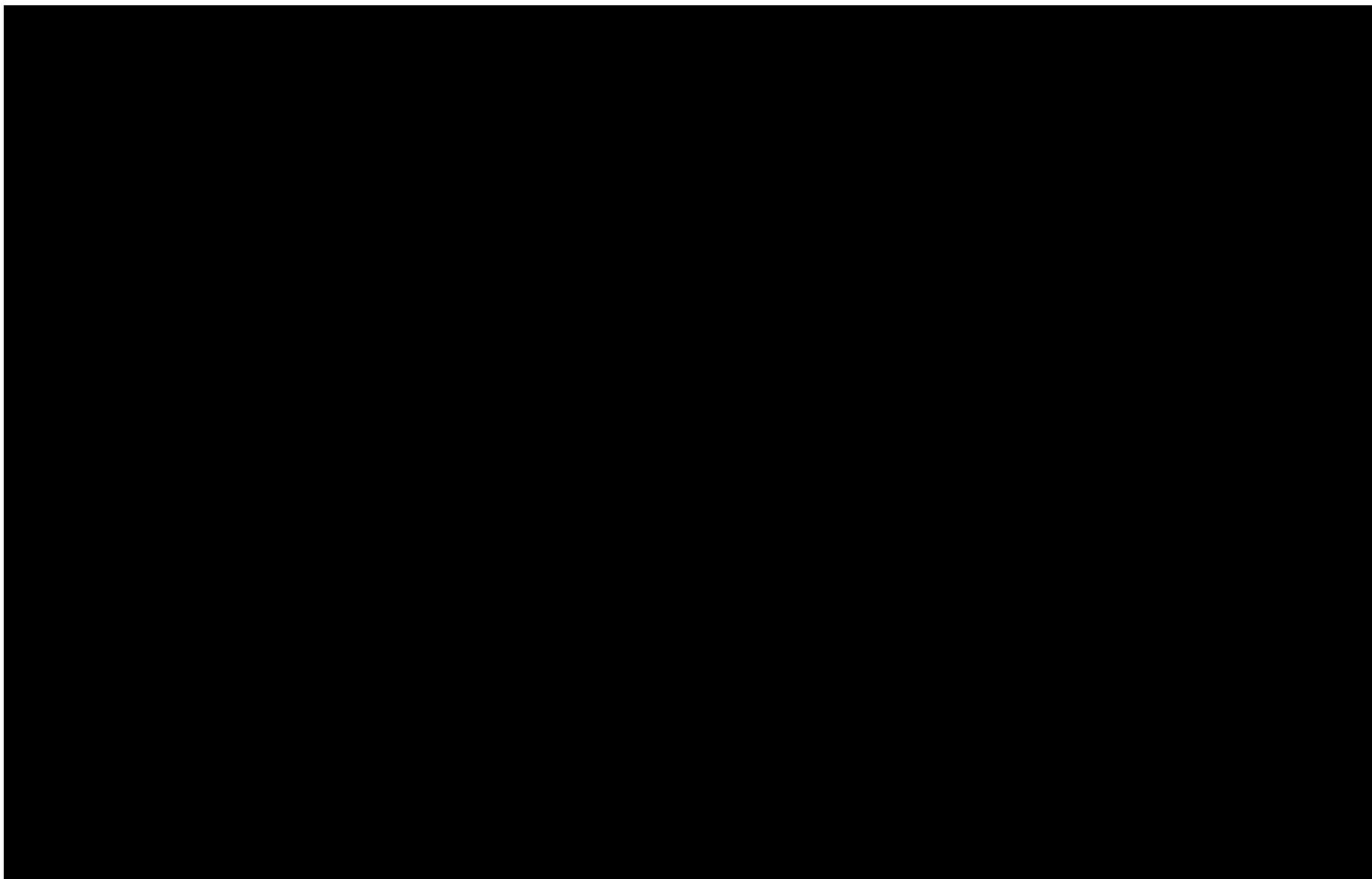
(1) Reflects Q1 2006 data
Source: ATS analysis

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CONFIDENTIAL ATTORNEYS EYES ONLY

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(1) Reflects Q1 2006 data
Source: ATS analysis

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CONFIDENTIAL ATTORNEYS EYES ONLY
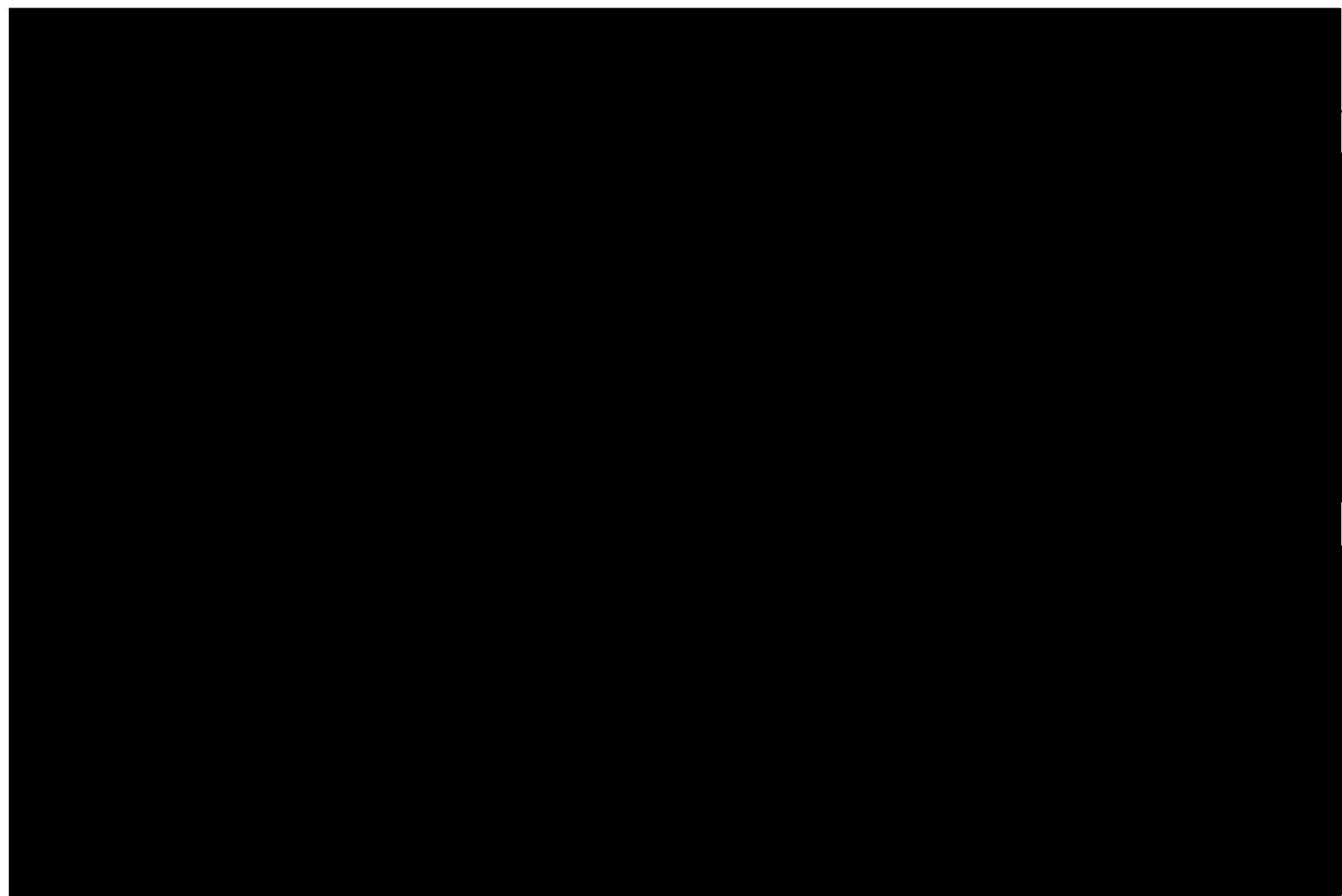
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(1) Reflects Q1 2006 data
Source: ATS analysis

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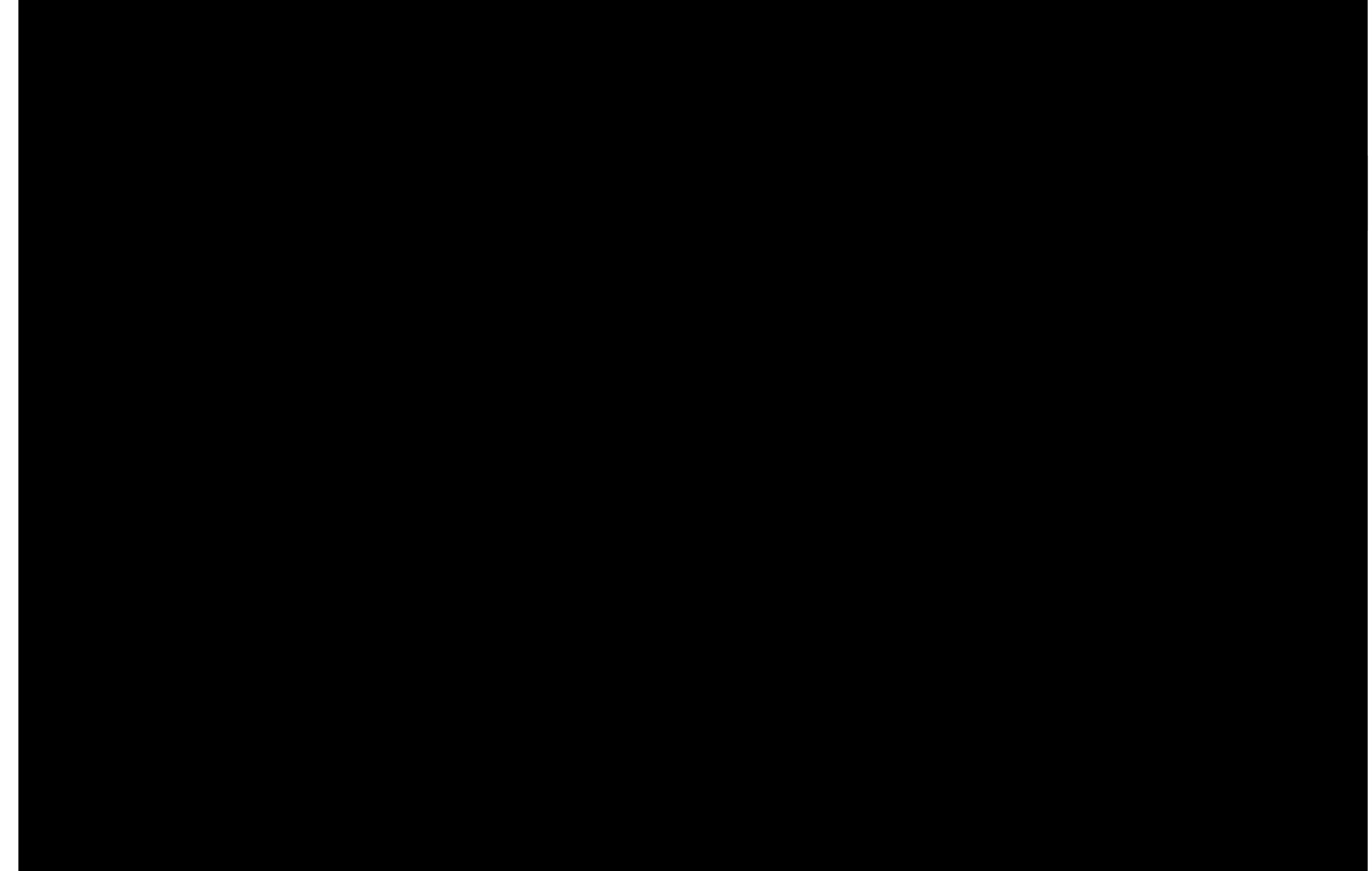
(1) Reflects Q1-Q2 2006 data
Source: ATS analysis

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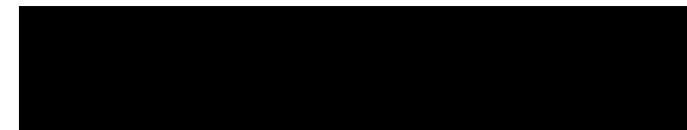
Agencies Continue to Play an Important Role Internationally
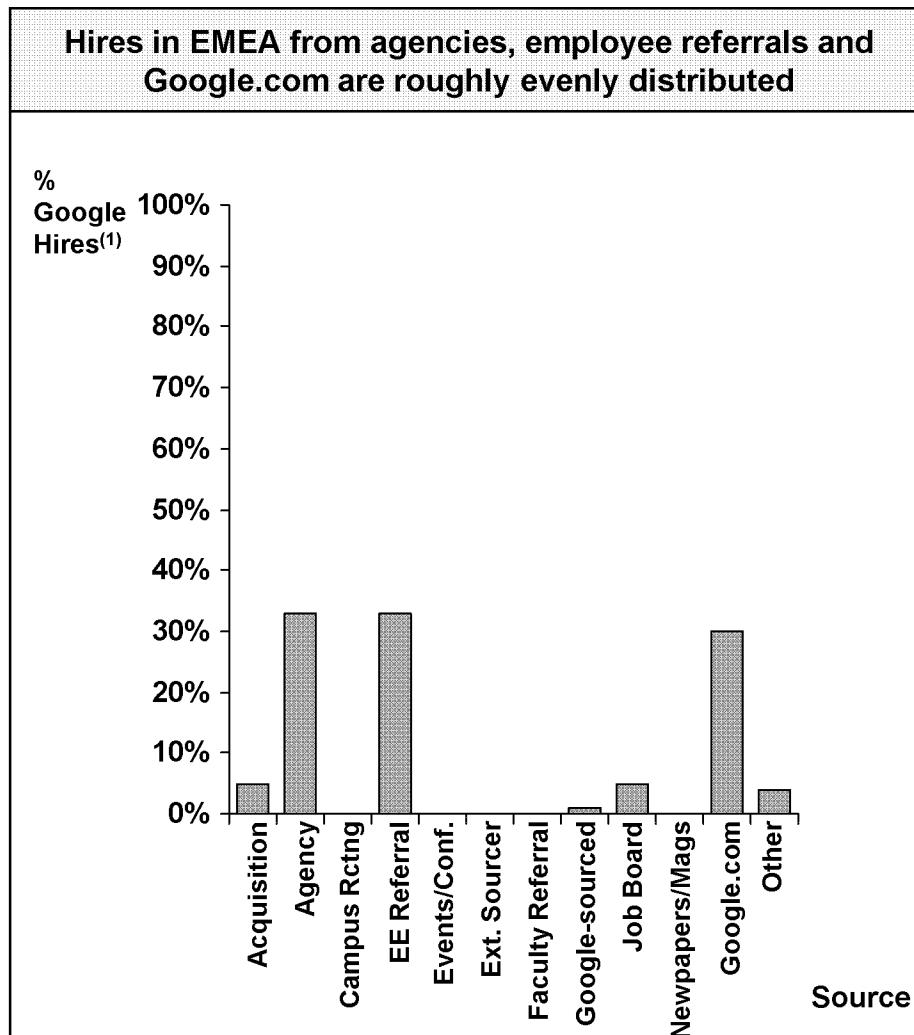
**Hires in EMEA from agencies, employee referrals and Google.com are roughly evenly distributed**

% Google Hires[1]

Source

(1) Reflects Q1 2006 data
Source: ATS analysis

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Sourcing Comprised of Three Primary Activities
Requires Different Skill Sets and Areas of Focus

Where to Look

Look and Find

Contact and Cultivate

Identifying potential talent pools and sourcing tools

Conducting searches and identifying potential candidates

Conducting outreach to candidates and converting to active applicants

Skill set

- Problem-solving facility

- Analytical
- Data mining
- Problem-solving facility
- Resume screening skills

- Communication skills
- Sales ability
- Influence skills

Output

- Sourcing strategy
- Talent pool map

- Unqualified pipeline of potential candidates

- Qualified pipeline of active applicants

Create Pipeline

Qualify Pipeline

Tight integration between activities essential for effective and efficient sourcing processes

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However, current structure results in some process and organizational efficiencies
- Duplication of effort on searches for positions with similar candidate profile
- Weak connectivity between vertical and geographic silos
- Difficult to appropriately identify qualified candidates

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Under Current Google Model, Average Sourcer Time Study is Misleading

Typical Activities
• Lunch • Coffee/bathroom breaks
• Phone/e-mail potential candidates • Phone/Technical screens • Conduct periodic "check-in" discussions
• Conduct boolean searches on web • Data mine resume databases, ATS, social networking sites, job boards • Attend conferences/events
• Identify potential talent pools • Brainstorm with peers on potential sources • Identify new sourcing tools

Personal — 5%

Contact and Cultivate — 40%

Look and Find — 45%

Where to look — 10%

Typical Sourcer [(1)]

% candidates sourced	9%
Offer rate %	5%

On average, sourcers spends approximately two days a week finding potential candidates and two days building relationships with candidates
  ▪ Less than a day spent identifying new talent pools

(1) Small sample size (n=20)
Note: 100% = Sourcer week
Source: Diary study surveying 110 sourcers across the Staffing organization
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However, the Scope of a Sourcer's Responsibility Varies Significantly Across Verticals and Geography
Resulting in Varying Degrees of Effectiveness

Personal Contact and Cultivate

Look and Find

Where to look

	Online Sales	PSO	EngOps	SRE	Diversity	EMEA
Personal Contact and Cultivate	5% / 15%	5% / 30%	5% / 30%	5% / 40%	5% / 60%	5% / 60%
Look and Find	65%	50%	60%	35%	30%	30%
Where to look	15%	15%	5%	20%	5%	5%

	Online Sales	PSO	EngOps	SRE	Diversity	EMEA
% candidates sourced	X%	X%	X%	X%	X%	X%
Offer rate %	X%	X%	X%	X%	X%	X%

Data Miners

Candidate Developers
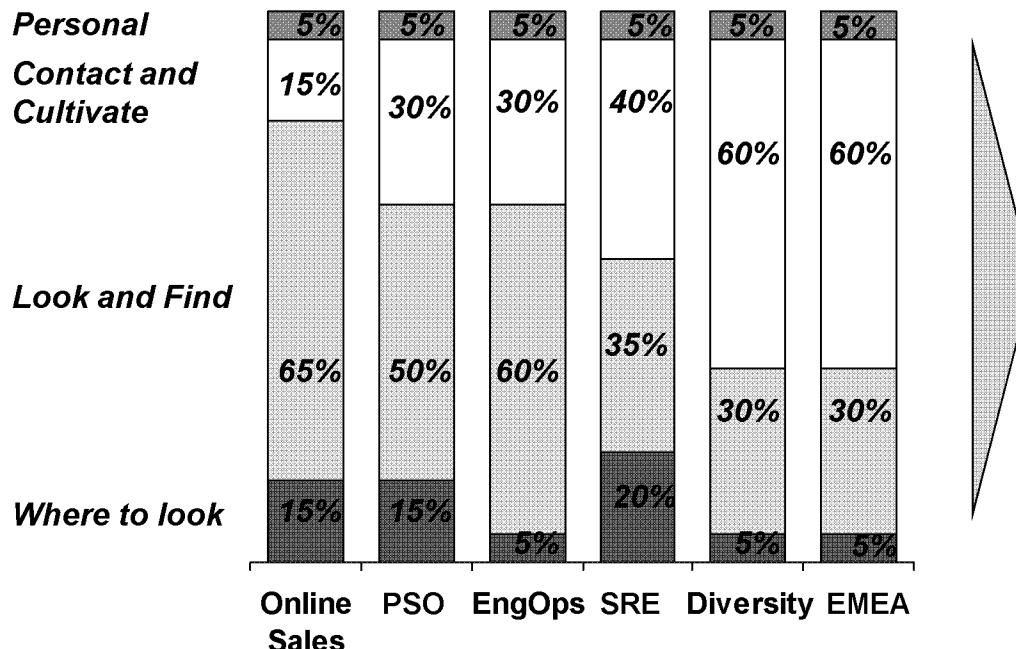
Currently no real consistency in Sourcers' role across the Staffing organization

- Sourcers in PSGA and EngOps tend to be more data miners
  - Limited interaction with candidates
  - Focused more on creating pipeline

- Majority of Sourcer time in EMEA, SRE, QA Diversity spent on developing long-term relationships with candidates and converting to applicants
  - Also allocate time to conducting front-end recruiting activities (e.g., pre-screen)
  - Higher leverage model

May be opportunity to create consistently greater leverage for Sourcers and Recruiters across the organization

(1) Small sample size (n=20)
Note: 100% = Sourcer week
Source: Diary study surveying 110 sourcers across the Staffing organization

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There is No Clear Strategy Around Sourcing Tools in Place…
Over $1MM+ Invested in Sourcing Tools Globally Year-to-Date

Wide Spectrum of sourcing tools with active contracts

- Job Boards
    - Monster.com
    - Hot Jobs
    - CareerBuilder.com
    - Experience
    - Epronet
    - JobsInTheMoney

- Resume databases
    - infoGist
    - NimbleCat
    - MonsterTrak

- Social networking sites
    - LinkedIn
    - OpenVC (Europe)
    - Jobster
    - Facebook.com

| We have already spent over $800K and US$300K in US and ROW respectively on various tools during the first half of 2006 |
| --- |

Invest-ment ($K)

	Job Boards	Resume DBs	Social Ntwkg
US	253	568	75
Intl	162	129	50
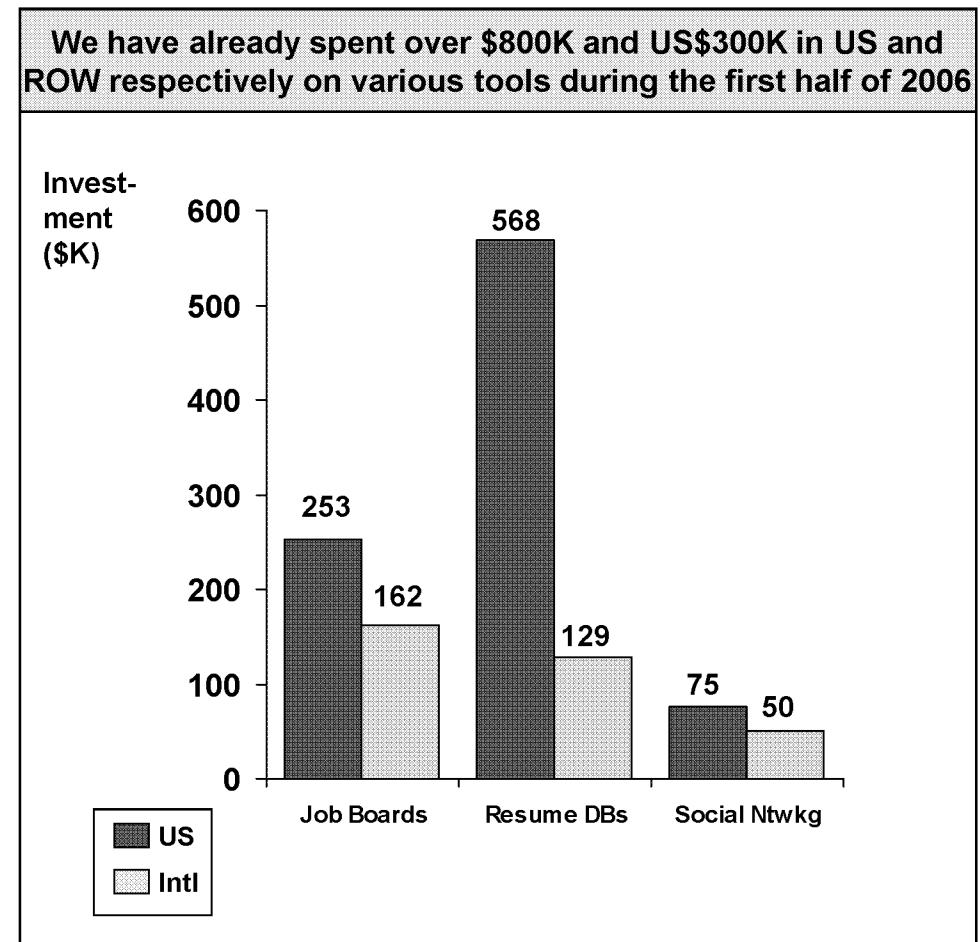
(1) Reflects data Jan-June 2006
Source: Job boards team

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Source

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…Resulting in Over-investments in Tools That Have Not Historically Delivered Many Google Hires

Illustrative – Analysis team current determining whether X-axis data is available at this level of detail

Investment ($K)

Social Networking Sites

Job Boards

Resume Databases

% of Google Hires
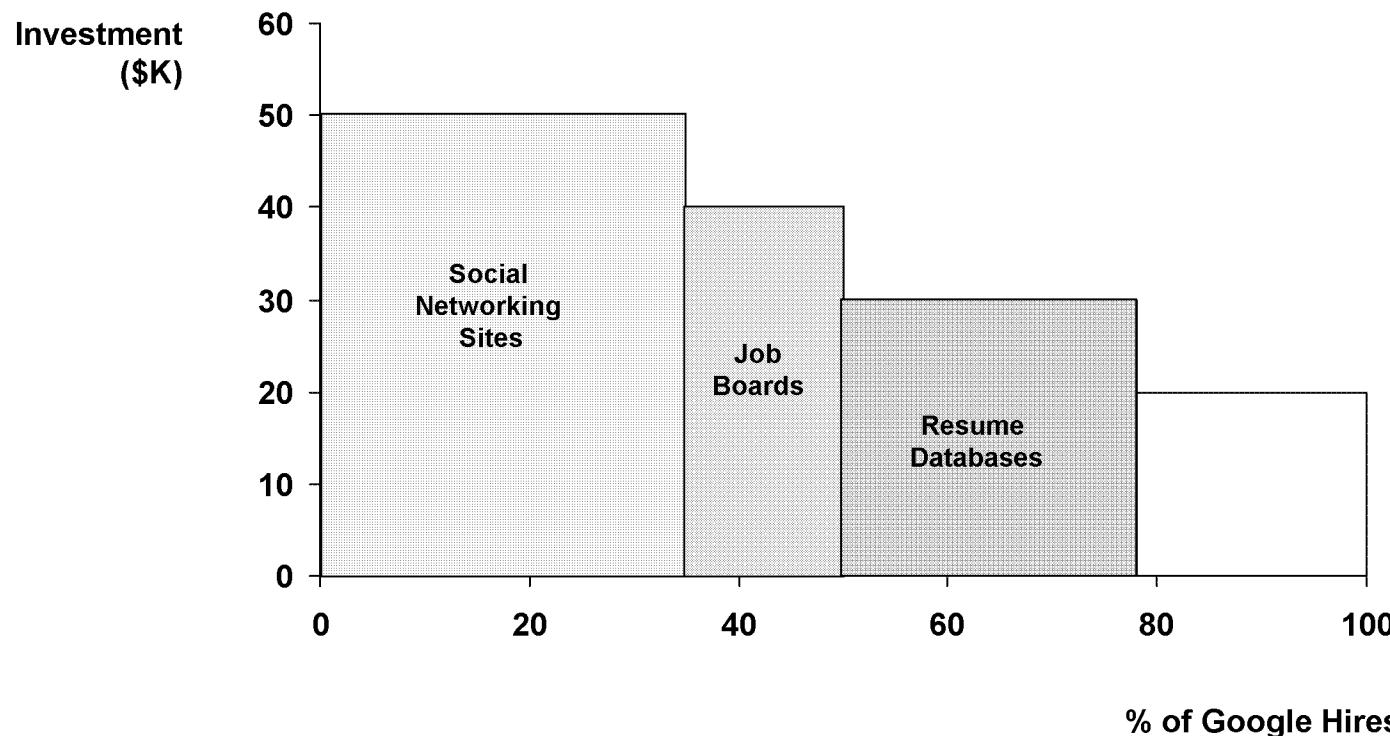
(1)
Note:
Source: Job Boards team

Limited accountability or clear idea of return on investment

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There are Five Common Drivers of Sourcing Problems (I)

Key Drivers	Problem				
	Lack "One Google" perspective	Limited sharing of candidates across the organization	Poor lead tracking and follow-up	High variability in quality of passively sourced candidates	Duplicate search efforts for candidates with similar profiles and competencies
Silos	●	●	○	●	●
Labor force mix	●	●	○	●	◐
Incentive model	◐	●	○	○	○
Systems	○	◐	●	○	○
Business Knowledge	○	●	○	●	◐

○ Not a driver   ◐ Somewhat of a driver   ● Key driver

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There are Five Common Drivers of Sourcing Problems (II)

Key Drivers	Problem				
	High variability in EE referral process and response times	No strategy or accountability around sourcing tools	Sub-optimize efforts around third party research	Limited coordination around conference/ event leads	Lack of calibration b/w Sourcers, Resume Screeners and Recruiters
Silos	●	●	●	●	●
Labor force mix	○	○	○	○	○
Incentive model	◐	○	○	○	○
Systems	○	◐	○	◐	○
Business Knowledge	○	○	◐	○	●

Legend: ○ Not a driver   ◐ Somewhat of a driver   ● Key driver

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There are Five Common Drivers of Sourcing Problems (III)

Key Drivers	Problem		
	Inconsistent treatment of diversity-sourced candidates	Inadequate support for international efforts	Limited ability to mine former candidates
Silos	●	●	○
Labor force mix	○	○	○
Incentive model	○	○	○
Systems	◐	○	●
Business Knowledge	●	●	○

| ○ Not a driver	◐ Somewhat of a driver	● Key driver

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Key Drivers of Sourcing Problems Fall into Common Themes
Proposed Recommendations Attempt to Close Gaps Existing in Current Organization

Silos

Labor force mix

Business Knowledge

Incentive Model

Systems

Organizational Structure
- Centralize all pre-recruitment activities
- Centralize employee referrals
- Expand resume screening beyond Eng
- Develop sourcing and screen capability in EMEA

Process
- Rationalize current suite of sourcing tools
- Establish governance model around sourcing tools
- Develop specific job profiles with pre-defined competencies
- Tap into additional talent pools to cast a wider net and increase quality of pipeline
- Create "hot candidate" lists of high priority applicants to be shared weekly

Training
- Develop and implement Sourcer training
- Expand new hire Staffing orientation beyond systems training

Metrics and Measurement
- Implement metrics to monitor sourcing tool usage and effectiveness
- Modify Sourcer and Recruiter productivity metrics to provide "credit" for sharing candidates

Technology
- Build out systemic lead management functionality
- Enhance data mining capabilities within ATS
- Develop systemic capability to enable Staffing team members to look up areas of focus of other Recruiters and Sourcers

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Proposed Organizational Structure Seeks to Resolve Challenges With Current Organization
Expect to Achieve a Number of Benefits

Sourcing Manager — *Oversees all pre-recruitment activities*

Lead Recruiters (by Vertical)

Strategy
- *Identifies and maps talent pools*
- *Develops sourcing strategy*
- *Evaluates/ monitors tool usage and effectiveness*
- *Coordinates purchase of 3rd party research/ directories*

Resume Screeners
Screens resumes for all active applicants

Diversity
- *Build diversity talent pipeline*
- *Provide front-end sourcing for conferences*
- *Qualify leads sourced from programs*

Data Miners
Conduct searches to generate potential candidate names

Sourcers
Develop candidate pipeline for Cand. Dvlprs

Candidate Developers
- *Qualify leads*
- *Pre-screen*
- *Convert to active applicants*

Expected Benefits
- More efficient knowledge and best practice sharing
- Avoid diluting focus of Sourcers and Candidate Developers
- Greater consistency around sourcing tool usage
- Enables better sharing of candidates for positions with similar profiles and competencies
- Matrixed reporting structure between Sourcers and vertical Candidate Developers helps maintain business connectivity
- Centralized pool enables greater fungibility of resources and supports dynamic resource allocation model
  - Better able to allocate resources to areas where most needed; dynamic not static

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Proposed Solutions Attempt to Close Gaps Existing in Current Organization (I)

Theme	Recommendation	Problem It Will Help Address

Organizational Structure	• Centralize "Where to Look" and "Look & Find" activities under a Sourcing Manager
	  - Sourcing strategy
	  - Tool identification
	  - Data mining
	  - Candidate search
	  - Lead qualification (including leads generated from events/conferences)
	
	• Central team acts as strategic sourcing arm
	  - Develops and refines global sourcing strategy
	  - Identifies, evaluates and monitors sourcing tool usage and effectiveness
	  - Maps and updates global talent pools
	  - Coordinates and purchases third party research and directories
	
	• Two utilities
	  - One based in MTV, other in EMEA
	  - Utilities to be aligned with Verticals
	
	• Maintain distributed models for "Contact & Cultivate", excluding diversity
		• No strategy or accountability around sourcing tools
		
		• Lack "One Google" perspective
		
		• Limited sharing of candidates across the organization
		
		• Duplicate search efforts for candidates with similar profiles and competencies
		
		• Sub-optimize efforts around third party research
		
		• Inconsistent treatment and limited coordination around conference/ event leads
		
		• Inconsistent treatment of diversity-sourced candidates

	• Centralize ownership of Eng, Ops and PSGA employee referrals - Create formal service level agreement to establish appropriate response times	• High variability in EE referral process and response times

Proposed Solutions Attempt to Close Gaps Existing in Current Organization (II)

Theme	Recommendation		Problem It Will Help Address
Organizational Structure	• Expand Resume Screening function to include Ops and PSGA - Create international resume screening capability in EMEA	⇒	• Lack of calibration between Sourcers, Resume Screeners and Recruiters
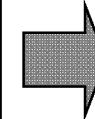
Training	• Establish formal Sourcer education series
	  - New hire orientation
	  - Refresher training for existing team members
	
	• Training to include:
	  - Business/product overviews
	  - Overviews of office locations and specialties
	  - Profiles of ideal candidates and key competencies
	  - Resume screening skills
	  - Overview of sourcing tools
		⇒	• Limited sharing of candidates across the organization
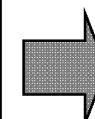			
			• High variability in quality of passively sourced candidates

Process Improvement	• Within newly constructed centralized team, align "Look & Find" resources by vertical to ensure appropriate connectivity with business - Prior to posting req, conduct 3-way meetings between Sourcer, Candidate Developer, Recruiter and Hiring Manager	⇒	• High variability in quality of passively sourced candidates
	• Create weekly "hot candidate" lists for candidates fitting overall Google profile but rejected for specific area	⇒	• Limited sharing of candidates across the organization

Proposed Solutions Attempt to Close Gaps Existing in Current Organization (III)

Theme	Recommendation	Problem It Will Help Address
Process Improvement	• Establish specific job profiles with pre-defined competencies for all position families within Google	• High variability in quality of passively sourced candidates

	• Establish governance model around sourcing tools with broad representation
	  - Develop evaluation criteria
	  - Evaluate current tools
	  - Rationalize current suite of tools
	  - Establish on-going governance process
		• No strategy or accountability around sourcing tools

	• Tap into additional sources of talent in order to cast a wider net and increase quality of pipeline, e.g.,
	  - Develop University Alumni program
	  - Cast wider net beyond target schools
		• High variability in quality of passively sourced candidates

Metrics and Measurement	• Develop and implement metrics to monitor usage and track effectiveness (ROI) of sourcing tools	• No strategy or accountability around sourcing tools
	• Modify Sourcer and Recruiter productivity metrics to provide "credit" for sharing candidates	• Limited sharing of candidates across the organization
Technology	• Build out systemic lead management functionality integrated with ATS - Currently in development	• Poor lead tracking and follow-up

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Proposed Solutions Attempt to Close Gaps Existing in Current Organization (IV)

Theme	Recommendation	Problem It Will Help Address
Technology	• Develop system-based capability to enable Staffing team members to look up areas of focus of other Recruiters and Sourcers	• Limited sharing of candidates across the organization

	• Enhance data mining capabilities within ATS
	  - More searchable database will enable more efficient sourcing of candidates with higher potential of being Google fit, e.g.,
	    • Former decline, Reject from Eng who is appropriate for PM
		• Limited sharing of candidates across the organization

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Next Steps

	Estimated Timing
• Complete outstanding data analysis	July 31
• Refine organizational and process recommendations	July 31
- More clearly articulate roles and responsibilities	
- Flesh out process flows	
• Develop implementation and communication strategy	Aug 9
• Continue moving forward with key tactical initiatives that will help move the needle in the short-term	
- Work with key Staffing stakeholders to develop and roll out Sourcer training by Sept	Mid-Sept
- Rationalize current suite of sourcing tools and develop governance model for tool evaluation go-forward	Mid-Aug
- Develop pilot university alumni program	Mid-Sept

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APPENDIX

Size of Hiring Gap Differs by Business Vertical

Illustrative
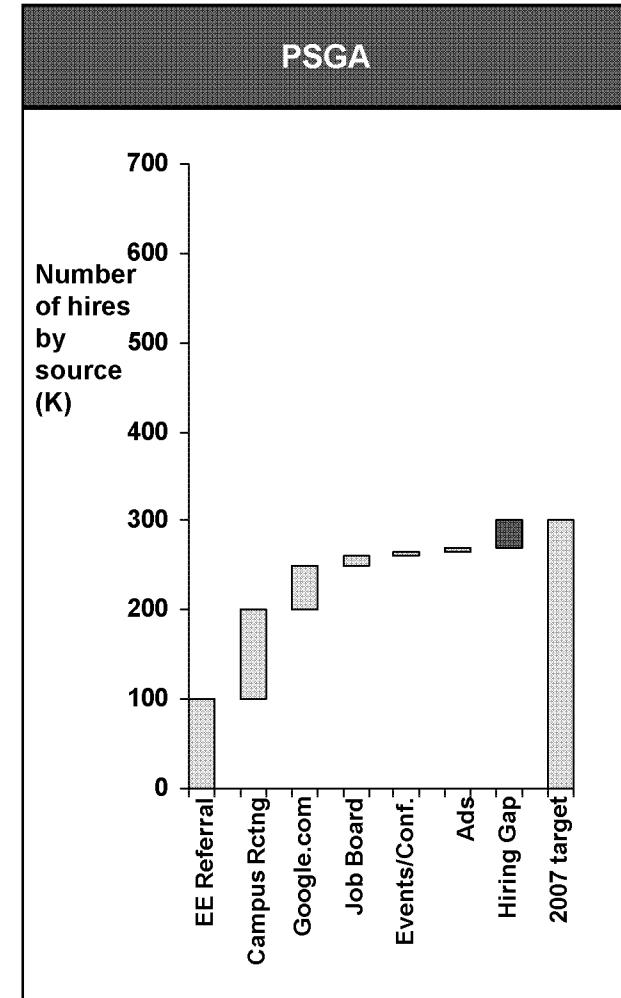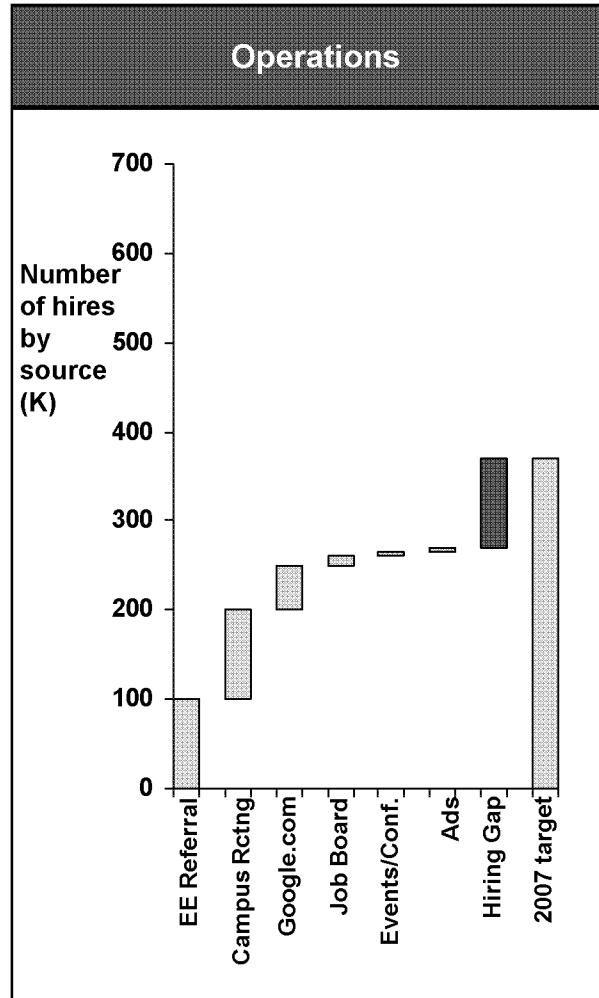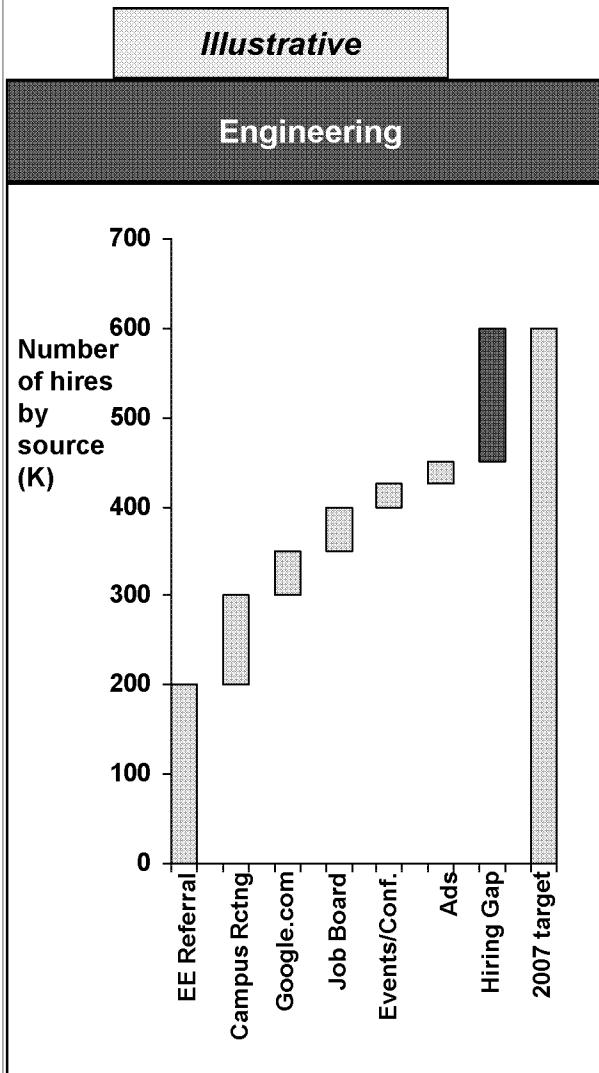
(1)
Note:
Source:

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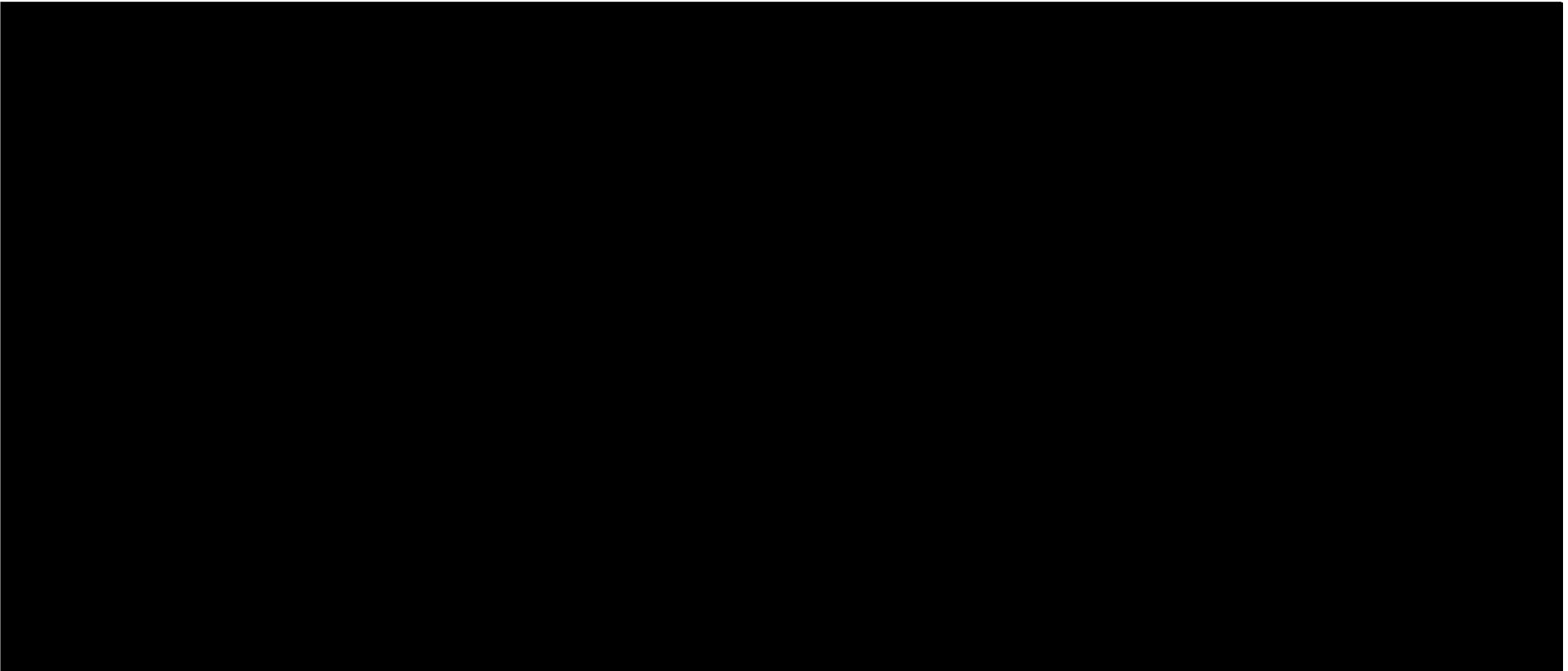
Enables Recruiters to focus limited bandwidth on only those candidates with the highest probability of being hired
  - **Similar model used in On-line Sales and Product Marketing**

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Five Key Staffing Roles
## Scope of Responsibilities Varies Depending on Vertical

Scope of Responsibilities

Role

Sourcer

- Mine key data sources for potentially qualified passive candidates
- Convert leads to applicants
- Identify potentially qualified passive candidates and encourage them to attend Google events/conferences *(Diversity only)*
- Pre-screen and qualify leads for specific technical skills *(specific Verticals only)*
- Help shepherd diversity candidates through the application process *(Diversity only)*

Candidate Developer
(Diversity only)

- Cold-call identified candidates passed from Diversity sourcers to "sell" them Google and encourage them to apply on-line
- Help shepherd diversity candidates through the application process

Resume Screener

- Pre-screen Eng-Ops on-line applications and employee referrals to pre-qualify candidates prior to forwarding on to Recruiter

Recruiting Coordinator

- Schedule phone-screen and on-site interviews
- Manage administrative end of candidate recruiting process

Recruiter

- Screen resumes in active queues *(PSGA only)*
- Gather interview feedback
- Prepare hiring committee and offer review packages
- Act as primary liaison with candidate

No real consistency on how various roles are used
- **In some areas, multiple roles are collapsed into single functions**

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Similar Distribution Exists by Industry Vertical
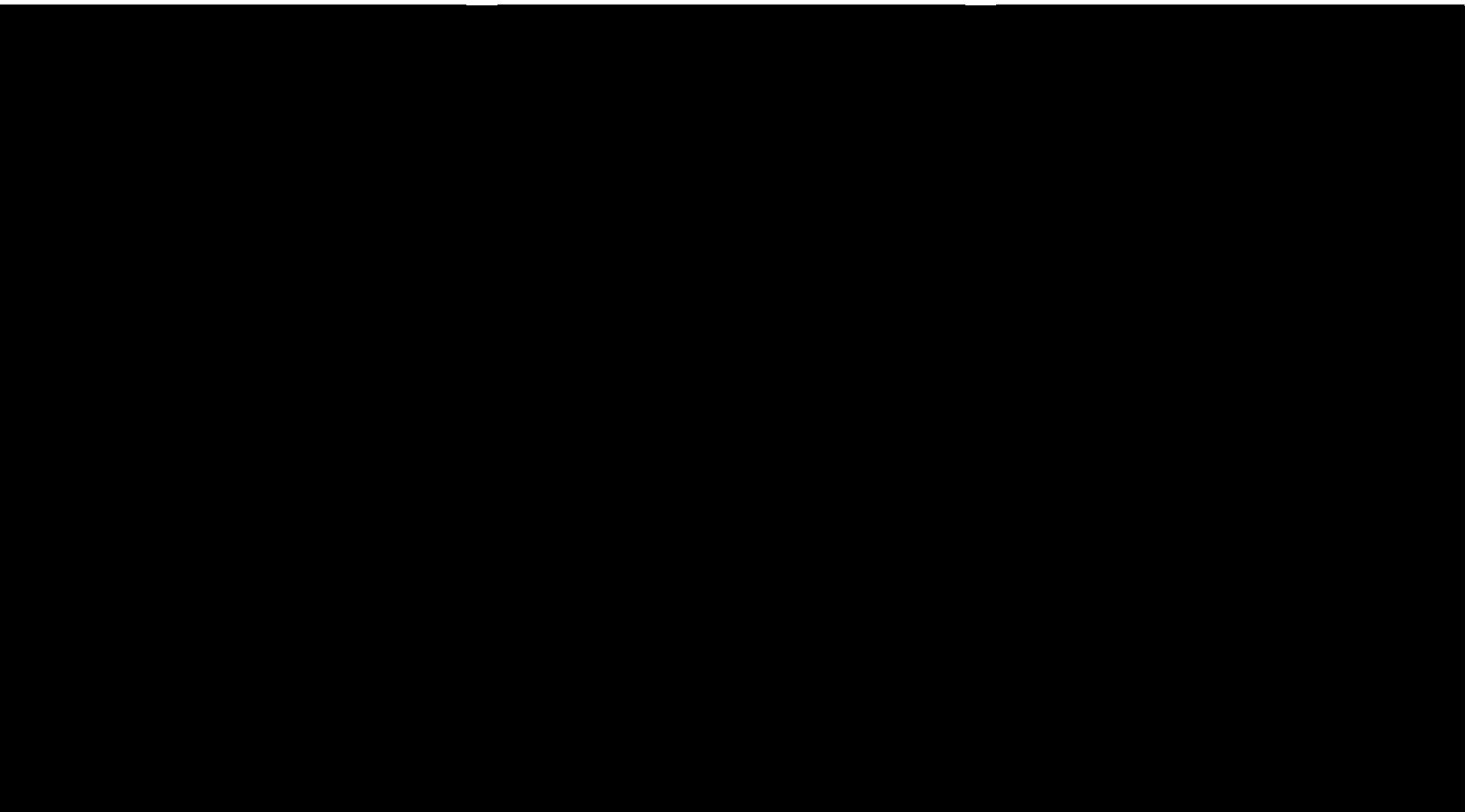
(1) Reflects Q1 2006 data
Source: ATS analysis

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Interview Program Included Key Stakeholders
Over 35 Sourcers, Recruiters, and Staffing Program Managers Interviewed to Date

Diversity				Staffing Programs

Engineering | **Ops** | **PSGA**

Gen'l Eng:

Enterprise

Product Development

SRE:

HR/Finance

On-line Sales

Platforms:
Brad Strader

PSO

International	Other

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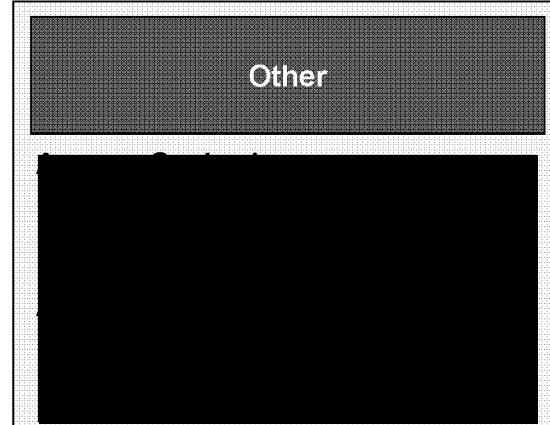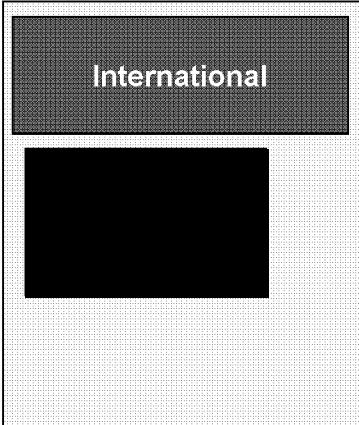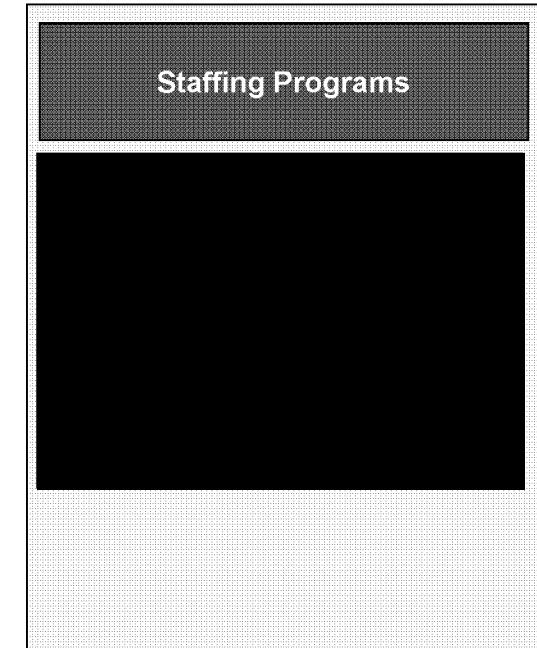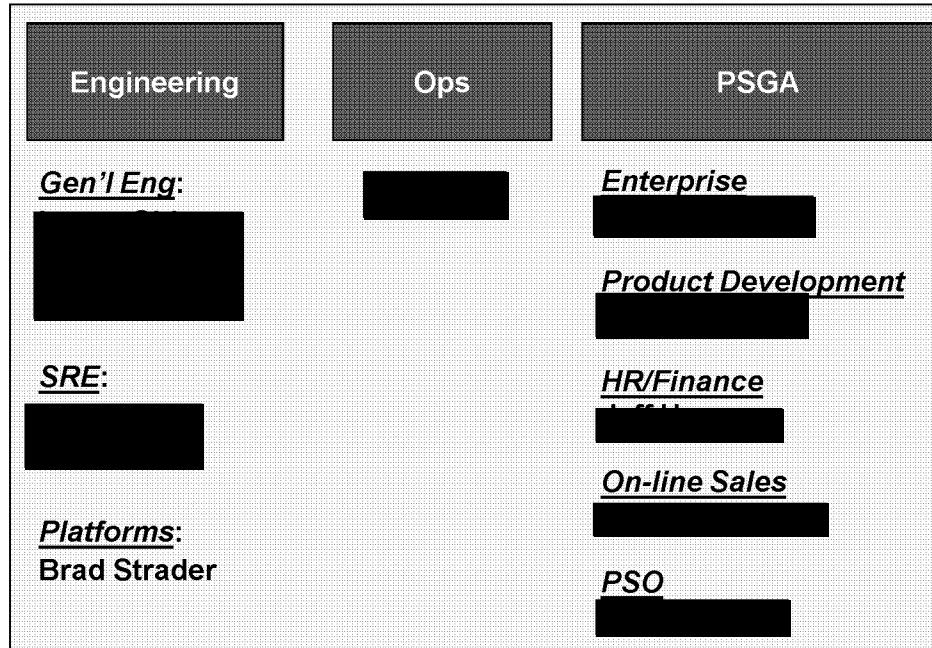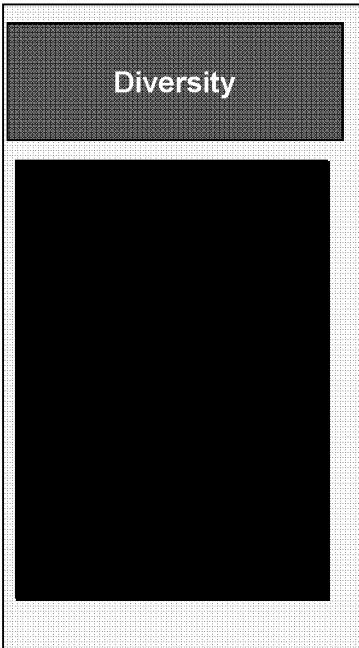
Note: *Italics* indicate interview scheduled but not yet completed

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A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing…(I)

Organization

	Issue/Challenge	Impact		Potential Resolution

Organization	Large contingent workforce	• Difficult to attract best recruiting talent who have full-time opportunities
		
		• High degree of churn creates instability within workforce
		  - Loss of institutional knowledge
		
		• 3-month learning curve coupled with 12-month contract
		  - Releasing talent just as Recruiters/ Sourcers become productive
		
		• Can foster competitive dynamics
		  - Focus is on getting converted
			⇒	• Shift Recruiting and Sourcer team mix towards more full-time resources

	Lack of transparency in Contractor conversion process	• Lowers morale among recruiting and sourcing staff
		  - Decision feels out of their control
			⇒	• Define clear, explicit selection criteria
				  - Ensure they are understood by all staff

	Recruiters/Sourcers work in vertical silos	• Lack visibility into what fellow team members are working on
		  - Unable to effectively share qualified candidates
		  - Qualified candidates can languish in incorrect queues
		
		• Limited understanding of functions outside immediate area and how roles relate to each other
		
		• Poor communication between groups
			⇒	• Implement mechanisms to actively and regularly connect Sourcers/Recruiters across the organization
				
				• Reinstate centralized training sessions
				
				• Create on-line resource to provide visibility into searches of other Sourcers/Recruiters

A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(II)

Organization

Issue/Challenge	Impact		Potential Resolution

Weak linkages between Sourcers and Recruiters and Hiring Managers	• With some exceptions, general distrust of quality of candidates forwarded from Sourcers
	
	• Sourcers lack sufficient understanding of requirements of specific roles
	  - Difficult to appropriately identify qualified candidates
			• Where possible, co-locate Sourcers with their recruiting team and specific client groups
			  - Work in small teams
			
			• Conduct 3-way discussions upfront between Sourcer, Recruiter and Hiring Manager
			  - Establish specific position profiles with defined competencies
			  - Communicate desired candidate profile need to discuss upfront together

Wide variation in abilities among Recruiters	• Inability of some Recruiters to effectively manage full lifecycle, including sourcing
	  - Unable able to carry "fair share" of burden for growth targets
			• Use more consistency in Recruiter profile hired into Google
			  - Ensure full suite of Recruiting skills
			
			• Expand sourcing skills of existing recruiters

Too resource-constrained to adequately manage pace of growth	• Latency in early stages of recruiting process - Applicants can languish in long queues • High risk of burn out or diminishing returns		• Thoughtfully add Staffing resources where they are most needed • Consider expanding roles of more junior staff to alleviate administrative burden of recruiters

Organization

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A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing…(III)

Process

Issue/Challenge	Impact	Potential Resolution
Lack coherent strategy and accountability around various sourcing tools, e.g., • Job boards, resume databases, events, conferences, agencies etc.	• Lack systemic way to track ROI of various tools employed - Risk over-investing in certain tools and under-investing in others - Unable to accurately track cost/hire	• Evaluate each tool individually • Implement metrics to monitor usage and track effectiveness • Assign accountability for sourcing tool investments
Lack robust, systemic lead management capability	• No formalized way to capture, track and follow-up on leads - Data scattered among multiple mediums (ATS, Excel spreadsheets, Salesforce.com) - Problematic when Sourcer/Recruiter contract expires	• Assign Staffing ownership for allocation of PSGA employee referrals • Build out lead management functionality
No formalized, coordinated way to share candidates across functions - Compounded by lack of visibility into what other team members work on	• Sub-optimize staffing processes - No incentive to change behavior - Concern more for good of the vertical function vs. the enterprise • Lose qualified candidates rejected for one area but appropriate for another	• Implement mechanisms to regularly connect Sourcers/Recruiters across the organization • Modify productivity metrics to provide "credit" for sharing candidates • Consider creating clearinghouse function

Process (vertical label at left)

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A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing…(IV)

Process

Issue/Challenge	Impact	Potential Resolution
Limited business knowledge transferred to recruiting staff • No formal training beyond Staffing systems training	• Steepens learning curve for Recruiters and Sourcers - Not as effective initially as could be	• Leverage education series recently launched in Paris, e.g., - Provides business overviews, ideal candidate profiles, etc. • Create resource for Staffing members to look up roles of others
Significant administrative requirements for Recruiters • Particularly internationally	• Limits time available for sourcing for Recruiters needing to supplement their own queues	• Where possible, move more administrative responsibilities to Recruiting Coordinators, e.g., - Printing and creation of offer packets - New hire set up • Add Coordinator role in EMEA
Ownership of event attendee lists	• Competition for names results in lack of coordination around candidates qualified for multiple profiles - Lose viable candidate • No resource to follow up on non-diversity leads	• Designate central owner in Staffing or Staffing Programs not aligned with a specific vertical
No coordinated way to request and capture research data	• Individual efforts initiated within various Verticals - More expensive than if launched a coordinated effort	• Designate central research owner in Staffing responsible for purchasing research

Process (vertical label on left)

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A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing…(IV)

Process

	Issue/Challenge	Impact		Potential Resolution

Process	Employee Referral Program challenges	• SLAs not being met with applicants sitting in Recruiter queues
		  - Risk losing candidates with highest probability of passing Google bar
		
		• Lack active owner for PSGA Employee Referral program
		  - No way to actively enforce SLA because responsibility not centralized
			⇨	• Assign Staffing ownership for allocation of PSGA employee referrals

	Lack of pre-defined job profiles
	  • Particularly on EngOps side
		• Makes sourcing for right candidate more challenging
		  - No clear guidelines
			⇨	• Define key competencies for each job profile
				
				• Re-write job descriptions to ensure understanding by external candidates

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A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing…(V)

Talent Pool

Issue/Challenge	Impact	Potential Resolution
No current methodology to map out global talent pools	• No central database or library to enable lead and competitive data to be indexed and retrieved across the organization • Inability to be strategic about identifying and attracting high quality talent - Sub-optimize leverage of costly Staffing resources	• Design and implement process to gather and organize leads and competitive data • Develop talent pool mapping strategy and competitive intelligence capability

Small, qualified talent pools for certain areas, e.g,
  • SRE
  • Diversity
	• Women and minorities continue to be under-represented within specific technical functions and internationally	• Tap into additional sources of talent in order to cast a wider net and increase potential pipeline, e.g.,
		  - Consider University Alumni program
		  - Forge partnerships with diversity alumni groups

Overall recruiting environment becoming more challenging	• Active pipelines appear to be shrinking
	  - Passive sourcing likely to become increasingly more important
	
	• Current sources becoming even less effective in yielding qualified candidates
		• Develop comprehensive sourcing strategy
		  - Include scenario analysis for different market environments

Strict application of hiring bar	• Some pools of talent not at target Tier 1,2 and 3 schools
	  - Particularly true for diversity and international PSGA candidates
		• Cast wider net beyond target schools, e.g.,
		  - Consortium schools

(left margin: Talent Pool)

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…While Others Challenges are Unique

Diversity	International

Diversity

- Diversity team-sourced candidates auto-rejecting in resume screen
  - May have slightly different background than typical Google candidate
  - Diversity team having to implement manual work arounds to "revive" candidates and actively engage recruiters

- Latency in recruiting process costing Google to lose talented diversity candidates
  - Diversity team-sourced candidates getting lost in enormous queues as there is currently no way to flag applicants
    - Unable to segregate and work within specific SLAs (similar to EE Referrals)
  - Due to smaller population, latency in process disproportionately negatively impacts diverse applicants than general population
  - Diversity team must individually follow up with lead recruiters as stop-gap

- Lack of clear leadership within Diversity team
  - Separation between Candidate Developers and Program Sourcers somewhat artificial
  - Image issues within broader Staffing team

International

- No sourcing capability resident in EMEA
  - Without global sourcing function may not be tapping into all valuable talent pools

- Mountain View-based international allocated resources not effective or tenable
  - EMEA-based staff never been informed of who specific resources in Mountain View are
  - Time zone differences constrain ability to contact candidates
  - Don't adequately understand focus of individual EMEA recruiters and therefore queue candidates incorrectly

- Overly reliant on costly agencies for pipeline creation
  - Accounts for ~33% of all hires

- High hiring bar coupled with the need to recruit for multiple languages creates increasingly challenging environment (support 25 languages)

- Best recruiting talent difficult to convert in EMEA
  - Tend not to have university degrees and therefore fail to meet standard Google bar

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